Resumé and Cover Letter Writing Guide



Developed by:

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I) Resumé Guide

The resumé is a self-marketing tool that highlights your education, experience, accomplishments and profiles your ability to do the work for which an employer is hiring. It also provides employers with a quick summary of your education and experience to capture their attention in the first ten seconds. This is crucial, given that on average, employers scan a resume for only 10-15 seconds. Please note that the formatting outlined in this guide is only an example, and that different individuals will have different preferences that add unique touches to their resume. The important information that should be in every resume, regardless of stylistic technique, is outlined below.

i) General Tips on Resumé Writing

Personal Data: What to Include

- Your name should appear first, and should stand out the most. (Bold and enlarge it.)
- Be sure that you have indicated a telephone number where you can be reached or where a message can be left.
- Include an e-mail address and be sure to check it regularly. Also, ensure that your e-mail address is professional as it is one of the first things the employer sees.

Personal Data: What Not To Include

 Your age/birth date, gender, relationship status, family information, ethnicity, and profile pictures are not necessary.

Resumé Structure

- Limit your resumé to one to two pages.
- Be concise and clear; space content so that it can be easily read.
- Do not use different font types. Stick to one that is easy to read, such as Arial.
- Use differing font sizes and styles (i.e. italics and bold) to ensure information jumps out at the reader.
- Use action verbs to list duties and responsibilities.
- Use a consistent format. If you bold a heading in one section, bold the headings for the other sections as well. This applies to the placement of dates as well.
- Proof read for spelling errors and grammatical mistakes.
- Visit the Writing Centre for further help with writing style and grammar.

Action Verbs

 Action verbs should be used abundantly throughout your resumé to promote your skills and achievements, thereby enabling you to make a strong impression. For an extensive list of action verbs, please see Appendix E.

References

 Listing references is optional; if you prefer not to include them, indicate that "References are available upon request". (Remember to have references on-hand during an interview.) If you decide to include references, limit to three names and include current contact numbers. (Remember to ask for permission and notify your references.)

ii) Three Types of Resumé Formats

There are three common resumés formats: (A) Chronological, (B) Functional (C) Combined. The style of resumé best suited to you will depend on the position for which you are applying, the skills you possess, and your work experience.

A) The Chronological Resumé:

See Appendix A (page 14) for a sample chronological resumé.

The chronological resumé format is best suited for those who have had extensive work experience in their field. This resumé provides employers with a quick summary of your education and experience to capture their attention in the first ten seconds. It then continues to illustrate the progressive development of skills and responsibilities that you have attained in the workforce.

Key elements:

- Dates of education and employment are listed in reverse chronological order;
- Names and locations of employers are identified;
- Duties and responsibilities gained from work experience are highlighted.

B) The Functional Resumé:

See Appendix B (page 17) for a sample functional resumé.

The functional resumé format is appropriate when you would like to focus on the *skills* you possess. This type of resumé is effective if there are gaps in employment or if you have limited work experience. The functional format allows you to present skills developed through volunteer and extracurricular experience.

Key elements:

- Skills and accomplishments are listed separately from work history:
- Skills are grouped under a heading and reference is made to how the skills identified were developed;
- Work experience is listed in reverse chronological order; however, no details of duties are listed.

C) The Combined Resumé:

See Appendix C (page 20) for a sample combined resumé.

The combined resumé format is very versatile; however it is most effective if you are changing jobs within the same industry. It allows you to directly address the skills required for the position, while at the same time giving a detailed account of your experience.

Key elements:

- "Summary of Qualifications" section where skills are listed, followed by details of experience in bullet-form.
- Work experience is listed in reverse chronological order and includes any responsibilities or duties not included in "Summary of Qualifications".

iii) Resumé Content

The following outlines key sections to include in your resumé. Note that some of these sections may or may not be applicable, depending on whether you choose a chronological, functional or combined format. For example, the functional resumé requires a "Skills & Abilities" section; however this would not be included in the chronological format.

Header (for all resumé types):

- Place at the top of the resumé.
- Your name should always appear first, and be emphasized. (Increase its font size and bold the letters).
- Also include a phone number, and professional e-mail where you can be reached
- Include a mailing address at your discretion.

Sample:

Anita Bestresume

123 Job Search Road St. John's, NL A1E 4E7 (709) 555-1234 anita@resume.ca

Objective (optional):

- Useful when targeted to a specific position.
- Not necessary if you have attached a cover letter.

Sample:

Objective:

To obtain a position as a Research Assistant at Invisible Industries.

Highlight of Qualifications (for chronological and functional resumés only):

- Place directly below Header or Objective (if you include it).
- Highlight your most marketable skills.
- Try to directly address the qualifications demanded in the job for which you are applying.
- Include an "experience in..." phrase.
- Be brief (4-5 phrase maximum)

Sample:

Highlight of Qualifications:

- Bachelor of Arts in Sociology and History
- Presentation and communication skills practiced continuously as a Teaching Assistant
- Interpersonal, organization and leadership skills, honed as president of Sociology Society
- Research, analytical and problem solving skills gained through course work
- Five years experience in customer services industry, on the front lines of customer care

Summary of Qualifications (for combined resumé only):

- Place directly below Header or Objective (if you include it).
- Highlight your most marketable skills with a heading, and the corresponding experience you have in bulleted points underneath each heading.
- Directly address the qualifications demanded in the job for which you are applying.
- Use a maximum of 6-7 phrases under each heading.

Sample:

Summary of Qualifications:

Communication Skills

- Presented course material to classes of more than 100 university students
- Responded to students' questions and concerns about course content
- Coordinated discussion between Sociology Director and students
- Recruited students to the Sociology Society through various mediums, including internet discussion boards and classroom presentations

Organization Skills

- Developed lesson plans for undergraduate sociology classes
- Planned Sociology Society events and delegated tasks
- Evaluated students' work and returned it promptly

Education (for all resumé types):

- Begin with your most recent education.
- List diploma/degree/area of concentration with associated start and end dates.
 Also list the institution where you received your education.
- Separate each degree or diploma received/ in progress, even if they were obtained at the same institute.
- Give thesis title/or topic, if applicable.
- It is not necessary for you to list credits remaining/completed, courses or your GPA.
- Only list programs that are completed or in progress. Do not list programs that you have not finished or do not intend to complete. These can be referenced in other sections of your resume (i.e. cover letter or highlight of qualifications), should you wish to mention them.

Sample:

Education:

Bachelor of Arts (Major: Sociology; Minor: History) *Memorial University of Newfoundland, St. John's, NL*

Sept. 2003 - May 2007

Work Experience (for all resumé types):

- Indicate dates of employment (the most recent job is listed first).
- Indicate title of position held, company name, and location.
- List duties by beginning each phrase with an action verb. Duties should be listed in order of the most relevant to the position for which you are applying (for chronological and combined resumes only). Use past tenses for describing positions that have ended, and present tense for current positions.
- A functional resumé does not include duties or responsibilities stated in pointform (see Appendix B).

Sample:

Work Experience:

Invigilator/Teaching Assistant

Sept. 2007 – Present

Department of Sociology, Memorial University, St. John's, NL

- Supervise 40 students for final examinations in Sociology 3000
- Correct student assignments
- Record marks and report to Professor

Skills/Abilities (for functional and combined resumés):

- Headings are used to group skills in order to elaborate on each skill.
- Indicates to the employer your special skills and abilities.

Sample:

Skills and Abilities:

Interpersonal/Communication Skills

- Promoted the Opportunity Fund to Memorial University alumni
- Developed and presented city tours for groups of tourists
- Directed incoming calls and answered enquiries
- Provided quality customer service

Volunteer Experience (for all resumé types):

- Structure this section the same as work experience.
- List title (if appropriate), organization name, and outline specific duties, in the appropriate tense (for chronological and combined formats).
- Do not list duties if using a functional format.
- List club involvement and/or elected positions.

Sample:

Volunteer Experience:

President, Sociology Society

Memorial University, St. John's, NL

- Organized activities for students
- Corresponded between the Director and students
- Represented student body at faculty meetings

Interests/Achievements/Awards (for all resumé types):

- Use this section to note any achievements, awards or non-educational certifications that you would like to highlight.
- Interests that are relevant to the position can be listed here as well.
- Honours awards and scholarships are also listed here. (The most recent is listed first).

Sept. 2007 – Apr. 2008

Sample:

Interests/Achievements:

- Graduated on Dean's List
- Memorial University Entrance Scholarship

May 2004 Sept. 2000

References (for all resumé types):

- Usually indicated by, "Available upon Request."
- If references are listed, include: name, title, organization, address, and phone number.
- When listing references on a separate sheet, use the same heading as the first page of your resumé.

Sample 1:

References:

Available upon request

Sample 2:

Anita Bestresume

123 Job Search Road St. John's, NL A1E 4E7 (709) 555-1234 anita@resume.ca

References:

John Doe

Director of Biology Memorial University of Newfoundland Phone: 555-1234 Email: jdoe@mun.ca

iv) Creating Effective Statements

When describing your position in the *Work* and *Volunteer Experience* sections, avoid listing the generic duties that are typical to that line of work. If all administrative assistants have experience filing and answering phones, then these responsibilities will not distinguish you from the competition. Instead, focus on aspects of the job where you excelled or that you are proud of. Reflect on how those experiences can benefit an employer – will make you valuable to them – in terms of efficiency, innovation or morale.

v) Resumé Checklist

Format & Layout

	Is your resumé one to two pages in length? Does your resumé follow a standardized format? (i.e. chronological, functional, combined?) Is your resumé easy to read and visually attractive? Does your name stand out (i.e. in bold and enlarged font)? Do important headings and sub-headings stand out? Is there consistent formatting of fonts, italics, underline, dates, etc.?
Re	sumé Content
	Have you listed all duties using action verbs? Are your tenses consistent? Are there any points which still need improvement? Can you back-up all aspects of your resumé? (I.e. have you avoided exaggeration?) Is the information presented relevant to the job for which you are applying? Is your resumé current and up-to-date?
Sp	elling & Punctuation
	Have you used Spell Check? Is punctuation used consistently? Has someone else proof read your resumé? Have you visited the Writing Centre for additional help with writing style and grammar?

II) Cover Letter Guide

A resumé should always be accompanied by a cover letter. The purpose of the cover letter is to highlight your skills. As no two jobs are alike, a different cover letter is required for each position for which you are applying in order to highlight the skills that matter most to the employer. For example, if you are applying for a job as an accountant, you will want to emphasize your numerical skills and attention to detail. If you are applying for a Social Work position, you will want to highlight your interpersonal and problem-solving skills. *Please see Appendix D (page 23) for sample cover letter.*

i) General Tips on Cover Letter Writing

- Address the letter to the individual who is responsible for hiring. If the contact is not listed in the job posting, contact the organization to obtain this information, including spelling of the contact's name.
- Ensure that the company name and title of the position are correct throughout your letter. (This error often occurs when applying to multiple jobs and tailoring a standard cover letter.)
- Limit your letter to one page. Ensure the format is visually appealing and is easily readable.
- Include your telephone number and e-mail address in the last paragraph.
- Remember to sign your cover letter. (If submitting your application via email get a copy of your signature scanned and paste into every cover letter)
- Proof read your letter and use Spell Check.
- Visit the Writing Centre if additional help is required with writing style and grammar.

ii) Cover Letter Content and Structure

There are ten components to an effective cover letter. Each is described below:

1) Return Address:

 A complete mailing address can be included in the top left hand corner, at your discretion. If you do include a return address, include your street, city/town, province, and postal code. It is not necessary to include your name or phone number.

2) Date:

 Insert the current date <u>two lines below your return address</u>. Do not abbreviate the date.

3) Addressee:

 Place the mailing address of the company to which you are applying two lines below the date. Address, by name, the specific individual who will process your application.

4) The Salutation (Greeting):

The salutation should specify the employer's name followed by a colon (Dear Ms. Brown:). If this is not possible, "Dear Hiring Committee:" is commonly used. This salutation is placed one line below addressee.

5) First Paragraph:

 Place one line below the Salutation. State your interest in the position. Also note where and when you found out about the position, if applicable. Reserve personal statements of skills and qualifications for the second and third paragraphs.

6) Second Paragraph:

Briefly describe your qualifications, both academic and professional in relation to the skills you have acquired. Below are examples of skills that may be highlighted in this paragraph:

> Goal oriented Leadership skills

 Adaptable Time management skills

Time management skillsCommunication skills Ability to multitask

 Research/analytical skills Communication skills

7) Third Paragraph:

In today's market it is not enough to simply fit the job description - you must also fit the company image. Each organization subscribes to specific values to differentiate itself from the competition. It is recommended that you conduct research to determine where the company's interests lie (e.g. environmental issues, business practices, etc.) and prove that you belong by referring to your own interests, experiences and goals.

8) Fourth Paragraph:

Describe why you are the right candidate for the job and how you will contribute to the organization. The final paragraph allows you to close by requesting an interview.

9) The Closing:

Use a standard business closing of "Sincerely," and place it two lines below body of letter and align with left margin.

10) Signature:

Type your full name (as it appears on your Resumé), four lines beneath your closing and sign above your typed name in black ink. If you are sending your cover letter via email, insert a scanned copy of your signature.

The structure of a cover letter is outlined below: (Please see Appendix D for a sample cover letter)

Return Address:

Street
Town
Postal code
Date
Addressee:
Contact name
Mailing address of company
Dear (use specific name, if possible):
First paragraph: Why are you Writing? Catch the reader's attention and clearly state what job you are applying for and how you learned about it. (You may wish to mention personal contacts within the company, if you have any).
Second paragraph: What You Have to Offer? Provide specific information about the skills you possess and how your qualifications will benefit the company. Respond to every possible requirement that is mentioned in the job description/offer.
Third Paragraph: How do you Fit the Company Image? Research the organization that you are applying to. In this paragraph prove that your background, experience and values are parallel with those of the organization.
Fourth Paragraph: Closing Paragraph. Request an interview. State where and when you can be reached. Thank the employer for his/her time and consideration.
Sincerely,
(Signature)
(Typed name)

Appendices

Appendix A:

Example of a Chronological Resumé

Anita Bestresume

123 Job Search Road, St. John's NL, A1E 4E7 (709)123-4567 anita@resume.ca

Highlight of Qualifications

- Bachelor of Arts in Sociology and History
- Presentation and communication skills, practiced continuously as a Teaching Assistant
- Research, analytical and problem-solving skills gained through course work
- Willingness to learn and meet the demands of new experiences, as evidenced by diverse work and volunteer experience
- Three years experience as President of the Sociology Society, which sharpened my interpersonal, organizational, and leadership skills

Education

Bachelor of Arts (Major: Sociology; minor: History) *Memorial University of Newfoundland, St. John's, NL*

Sept. 2004 – May 2008

Sept. 2007 – Present

Work Experience

Invigilator/Teaching Assistant

Department of Sociology, Memorial University

- Supervise 40 students for final examinations in History 3000
- Correct student assignments
- Record marks and reported to Professor

Tour Guide Apr. 2007 – Aug. 2007

City of St. John's, NL

- Developed and presented city tours for groups of tourists
- Led groups throughout historical site
- Scheduled appointments for tours

Office Assistant Apr. 2006 – Aug. 2006

Accounts Division, Department of Finance, Government of Newfoundland

- Formatted documents using WordPerfect, Excel, and MS Word
- Directed incoming calls and answered general inquires
- Processed data entry for attendance records and payroll direct deposit
- Created, maintained, and updated a filing database of 2,000 employees

Research Assistant

Sept. 2005 – May 2006

Department of Sociology, Memorial University

- Conducted research via telephone surveys and Internet
- Analyzed research findings and submitted report on conclusions

Student Communicator

Sept. 2004 - May 2005

Alumni Affairs, Memorial University

- Promoted Opportunity Fund to Memorial University alumni
- Updated alumni database

Sales Associate

Jun. 2002 - Aug. 2004

Wal-Mart, St. John's, NL

- Provided quality service to customers
- Worked cash register and balanced cash float
- Recorded inventory of products

Volunteer Experience

President, Sociology Society

Sept. 2005 - Apr. 2008

Memorial University of Newfoundland

- Organized activities for students
- Corresponded between the Director and students
- · Represented student body at faculty meetings

Group Leader, Fall Orientation

Sept. 2007

Memorial Student Affairs & Services

- Organized activities for first year students and their parents
- Co-led a group of new students

Interests/Achievements

Graduated on Dean's List
 May 2004

Memorial University Entrance Scholarship
 Sept. 2004

References

Available upon request.

Appendix B:

Example of a Functional Resumé

Anita Bestresume

123 Job Search Road, St. John's NL, A1E 4E7 (709)123-4567 anita@resume.ca

Highlight of Qualifications

- Bachelor of Arts in Sociology and History
- Presentation and communication skills, practiced continuously as a Teaching Assistant
- Research, analytical and problem-solving skills gained through course work
- Willingness to learn and meet the demands of new experiences, as evidenced by diverse work and volunteer experience
- Three years experience as President of the Sociology Society, which sharpened my interpersonal, organizational, and leadership skills

Education

Bachelor of Arts (Major: Sociology; Minor: History)

Memorial University, St. John's, NL

Sept. 2005 - April 2008

Skills & Abilities

Interpersonal/Communication Skills

- Promoted the Opportunity Fund to Memorial University alumni
- Developed and presented city tours for groups of tourists
- Directed incoming calls and answered general enquiries
- Provided quality customer service

Research/Analytical Skills

- Conducted research on the Internet
- Compiled research and prepared reports on results of research
- Completed academic term papers using various sources of research
- Interpreted research collected and submitted report on conclusions

Teamwork/Leadership Skills

- Elected President of the Sociology Society
- Co-Led a group of new students for Fall Orientation
- Supervised 40 students for final examinations in History 3000

Administration/Computer Skills

- Formatted documents using WordPerfect, Excel and MS Word
- Familiar with various Internet applications and HTML Programming
- Processed data entry for attendance records and payroll direct deposit
- Created, maintained, and updated a filing database of 2,000 employees

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Work Experience

Invigilator/Teaching Assistant Department of Sociology, Memorial University	Sept. 2007 – Present
Tour Guide City of St. John's	April 2005 – Aug. 2005
Research Assistant Department of Sociology, Memorial University	Sept. 2003 – May 2005
Office Assistant: Department of Finance, Memorial University	April 2004 – Aug. 2004
Student Communicator Alumni Affairs, Memorial University	Sept. 2003 – May 2004
Sales Associate Wal-Mart	June 2001 – Aug. 2003
Volunteer Experience	
President Sociology Society, Memorial University	Jan. 2005 – Present
Group Leader New Student Orientation, Memorial University	September 2003
Interests/Achievements	
 Graduated: Dean's List ABC Entrance Scholarship	May 2004 September 2003

References

Available upon request.

Appendix C:

Example of a Combined Resumé

Anita Bestresume

123 Job Search Road, St. John's NL, A1E 4E7 (709)123-4567 anita@resume.ca

Summary of Qualifications

Interpersonal/Communication Skills

- Promoted the Opportunity Fund to University of Makebeleev Alumni
- Directed incoming calls and answered general enquiries
- Provided quality customer service

Research/Analytical Skills

- Conducted research on the Internet
- · Compiled research and prepared reports on results of research
- Completed academic term papers using various sources of research
- Interpreted research collected and submitted report on conclusions

Teamwork/Leadership Skills

- Elected President of Sociology Society
- Co-led a group of new students for Fall Orientation
- Supervised forty students for final examinations in History 3000

Education

Bachelor of Arts (Major: Sociology; Minor: History) *Memorial University of Newfoundland, St. John's, NL*

Sept. 2004 – May 2008

Relevant Work Experience

Invigilator/Teaching Assistant

Sept. 2007 - Present

Department of Sociology, Memorial University of Newfoundland

- Supervise 40 students for final examinations in History 3000
- Correct student assignments
- Record marks and reported to Professor

Office Assistant Apr. 2006 – Aug. 2006

Accounts Division, Department of Finance, Government of Newfoundland

- Formatted documents using WordPerfect, Excel and MS Word
- Processed data entry for attendance records and payroll direct deposit
- Created, maintained, and updated a filing database of 2,000 employees

Research Assistant

Sept. 2005 – May 2006

Department of Sociology, Memorial University of Newfoundland

- Conducted research via Internet and telephone surveys
- Interpreted research collected and submitted report on conclusions

Student Communicator

Sept. 2004 - May 2005

Alumni Affairs, Memorial University of Newfoundland

- Promoted Opportunity Fund to Memorial University alumni
- Updated Alumni database

Volunteer Experience

President, Sociology Society

Sept. 2005 - Apr. 2008

Memorial University of Newfoundland

- Organized activities for students
- Corresponded between the Director and students
- Represented student body at faculty meetings

Group Leader, Fall Orientation

Sept. 2007

Memorial University Student Affairs & Services

- Co-led a group of new students
- Organized activities for first year students and their parents

Interests/Achievements

Graduated on Dean's List

May 2004

Memorial University Entrance Scholarship

Sept. 2004

References

Available upon request.

Appendix D:

Example of a Cover Letter

123 Job Search Road St. John's NL, A1E 4E7

July 30th, 2011

Mr. Joe Smith Invisible Industries, Inc. Nowhere Drive, NL, A1B 2C3 (709)765-4321

Dear Mr. Smith:

This letter is in application for the Research Assistant position with the Invisible Industries, which was posted on your company's webpage on July 20th, 2011.

As a recent graduate of the Bachelor of Science program at Memorial University, I am a wellrounded individual with strong written and oral communication skills. Having completed a major in Biology, I am familiar with a wide array of environmentally-relevant subject matter, including pollution control and mitigation, global climate change and natural resource management. In addition, I am comfortable performing both primary and secondary research. While completing five courses during the academic semesters. I also worked part-time as a Teaching Assistant with the Department of Biology. This position allowed me to hone my time-management skills, and showcased my self-direction. During group projects, I surface as an enthusiastic and effective team member, who is task oriented and does not shy away from a leadership role. As evident in my resumé, I am confident working with Microsoft Office, especially Microsoft Excel and Microsoft Access.

Upon researching your organization I was very excited to learn that Invisible Industries is spearheading a project to assess and improve environmentally friendly projects worldwide. I have a keen interest in this area of studies as I have completed several research papers on the topic of ecofriendly practices and sustainable resources during my degree. It would be an honor to work in such a progressive environment where practical biological theories can be applied to benefit our planet.

I believe that I am a strong candidate for the <i>Research Assistant</i> position with Invisible Industries, and I look forward to hearing from you to further discuss how I may contribute to you organization. Please feel free to contact me at (709) 123-4567 or via email at abestresume@hotmail.com.
Thank you,
(Sign name)
Anita Bestresume
Encl.

Appendix E:

Skill Related Action Verbs

Management
<u>Skills</u>
Administered
Analyzed
Assigned
Attained
Chaired
Consolidated
Contracted
Coordinated
Delegated
Developed
Evaluated
Executed
Improved
Increased
Organized
Oversaw
Planned
Prioritized
Produced
Recommended
Reviewed
Scheduled
Strengthened
Supervised
Communication
<u>Skills</u>
Addressed
Arbitrated
Arranged
Authored
Collaborated
Convinced
Corresponded

Developed

Directed

Drafted

Enlisted

Formulated

Influenced

Interpreted

Mediated

Moderate

Edited

Negotiated Persuaded Promoted Publicized Reconciled Recruited Spoke Translated Wrote Research

Advised Clarified Coached Communicated Coordinated **Demystified** Developed Enabled Encouraged Evaluated Explained Facilitated Guided Informed Instructed Persuaded Set goals Stimulated Trained

Teaching

Skills

Adapted

Developed Directed Established Fashioned Founded Illustrated Initiated Instituted Integrated Introduced Invented Originated Performed Planned Revitalized Shaped

Helping Skills

Inspected Monitored Operated Organized Prepared Processed Purchased Recorded Retrieved Screened Specified Systematized **Tabulated** Validated

Skills Clarified Collected Critiqued Diagnosed **Evaluated** Examined Extracted Identified Inspected Interpreted Interviewed Investigated Organized Reviewed Summarized Surveyed **Systematic**

Financial Skills Administered Allocated Analyzed **Appraised** Audited Balanced Budgeted Calculated Computed Developed Forecasted Managed Marketed

Planned

Projected

Researched

Assessed Assisted Clarified Coached Counseled Demonstrated Diagnosed Educated **Expedited** Facilitated Familiarized Guided Motivated Referred Rehabilitated Clerical or **Detail** Skills Approved Arranged Catalogued Classified Collected Compiled Dispatched Executed

More Verbs for Accomplishments Achieved

Expanded **Improved** Pioneered Reduced (losses) Resolved (problems) Restored Spearheaded Transformed

Skills Assembled Built Calculated Computed Designed Devised Engineered **Fabricated** Maintained

Technical

Operated Overhauled Programmed Remodeled Repaired

Solved

Upgraded

Creative Skills Acted Conceptualized Created Customized Designed

Generated **Implemented**